

Workforce Transition (WFT) Impact Assessment Workshop

May 3, 2007

Agenda

Agenda Item	Speaker(s)	Duration
Welcome	Robert Powell/Thom Wright	10 min
Meeting Purpose and Impact Assessment Overview	Edward Brodsky	30 min
Impact Assessment Exercise	Libby Williams	30 min
BEST Shared Services Linkage to Impact Assessment	Edward Brodsky/Libby Williams	40 min
Next Steps	Libby Williams	10 min
Total		2 hours

Meeting Purpose

Today's Objectives

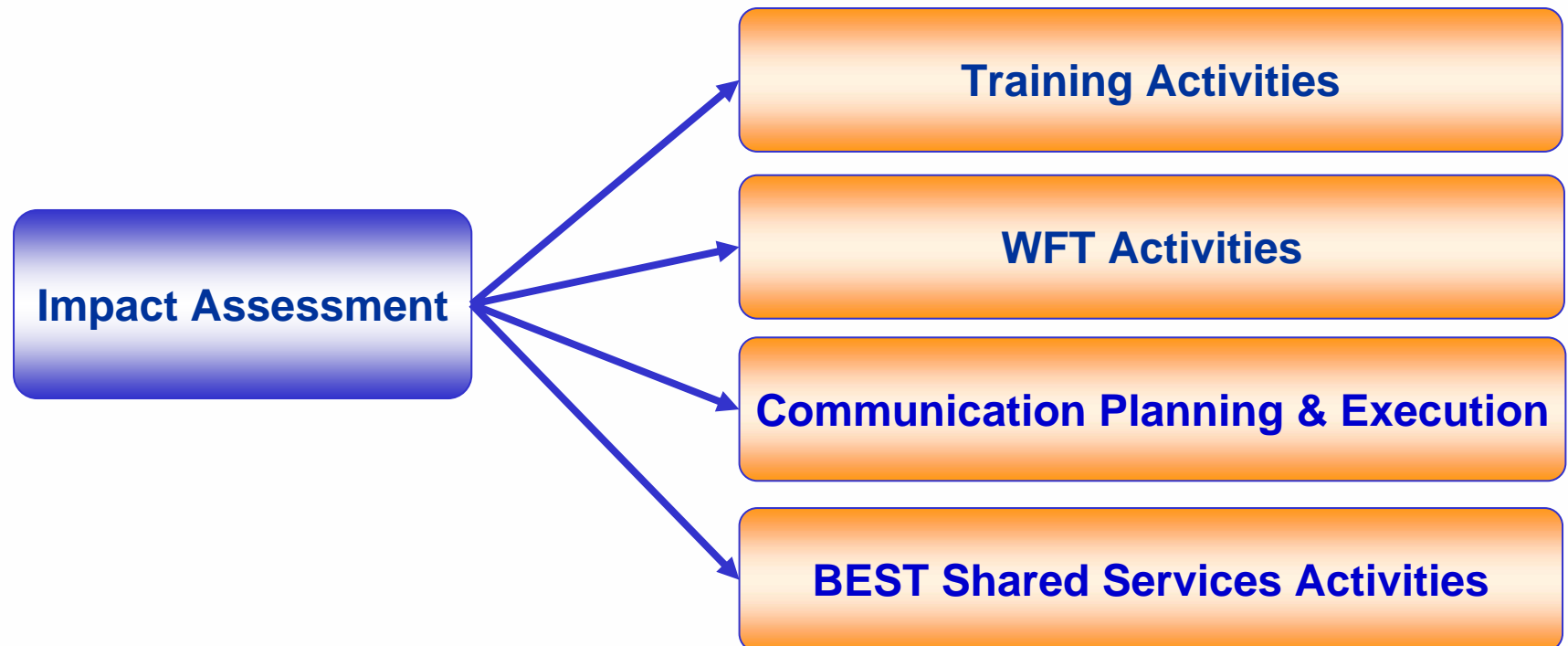
- Explain purpose and benefits of the Impact Assessment
- Overview of Shared Services and its impact on agencies
- Introduce tools provided to conduct the Impact Assessment
- Understand Impact Assessment process, including roles, activities, and outcomes
- Outline next steps
- Answer questions/address outstanding issues

Impact Assessment Purpose

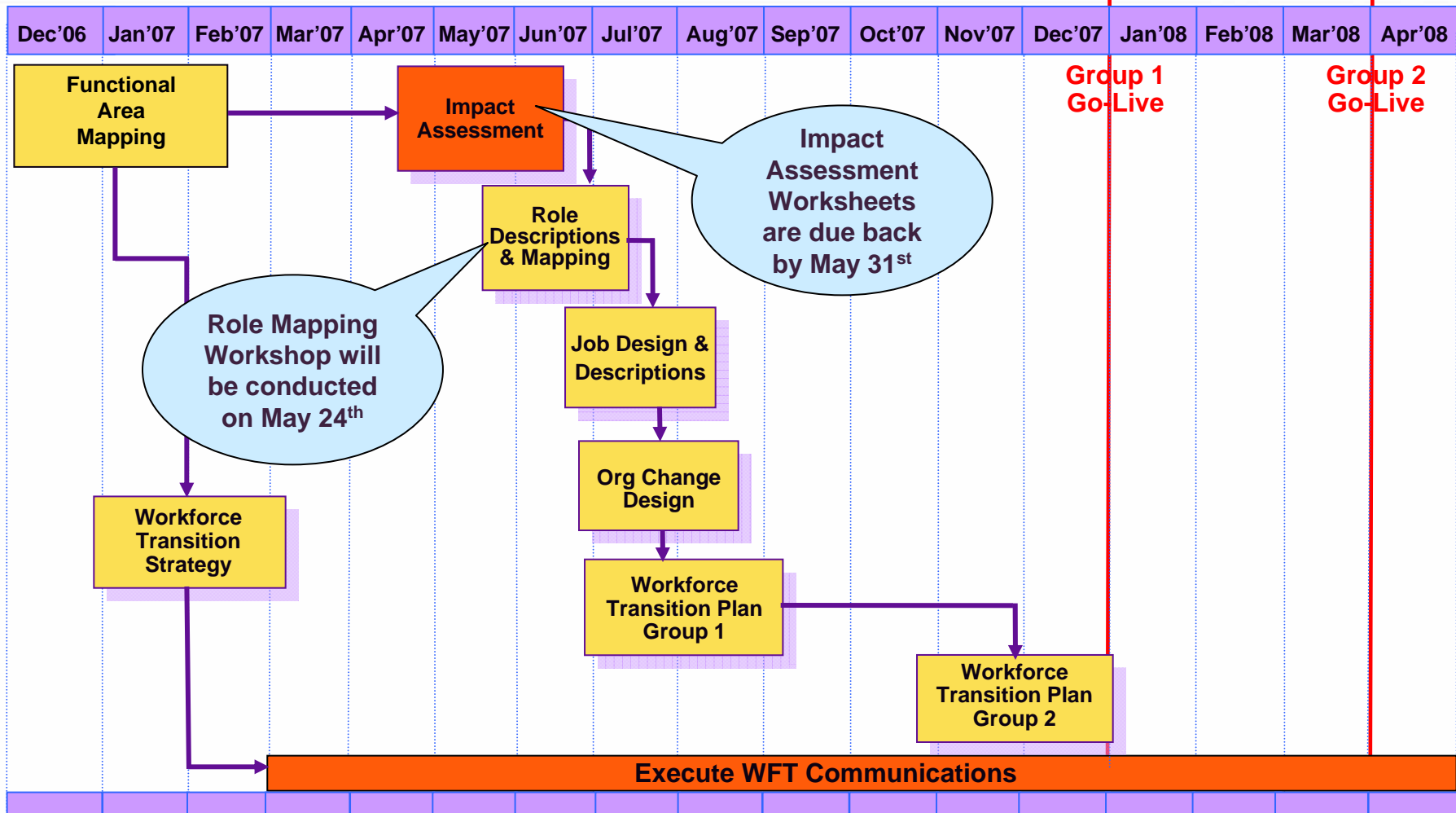
- **Information**
Provides agencies with a better understanding of the business process changes and impacts associated with the BEACON HR/Payroll Project (e.g., agency-specific process changes, BEST Shared Services).
- **Organizational Impacts**
Leads to the execution of other workforce transition activities and preparation for agency role mapping.
- **Training**
Aids in the development of training materials that address specific agency impacts.
- **Communications**
Assists with the development of targeted agency communications planning and execution.

Relationship of Impact Assessment to Other Activities

The Impact Assessment is a tool that helps the BEACON HR/Payroll Project Team understand and prepare for how business process changes will impact State agencies and prepares agencies for future WFT-related activities.



Updated WFT Activity Timeline

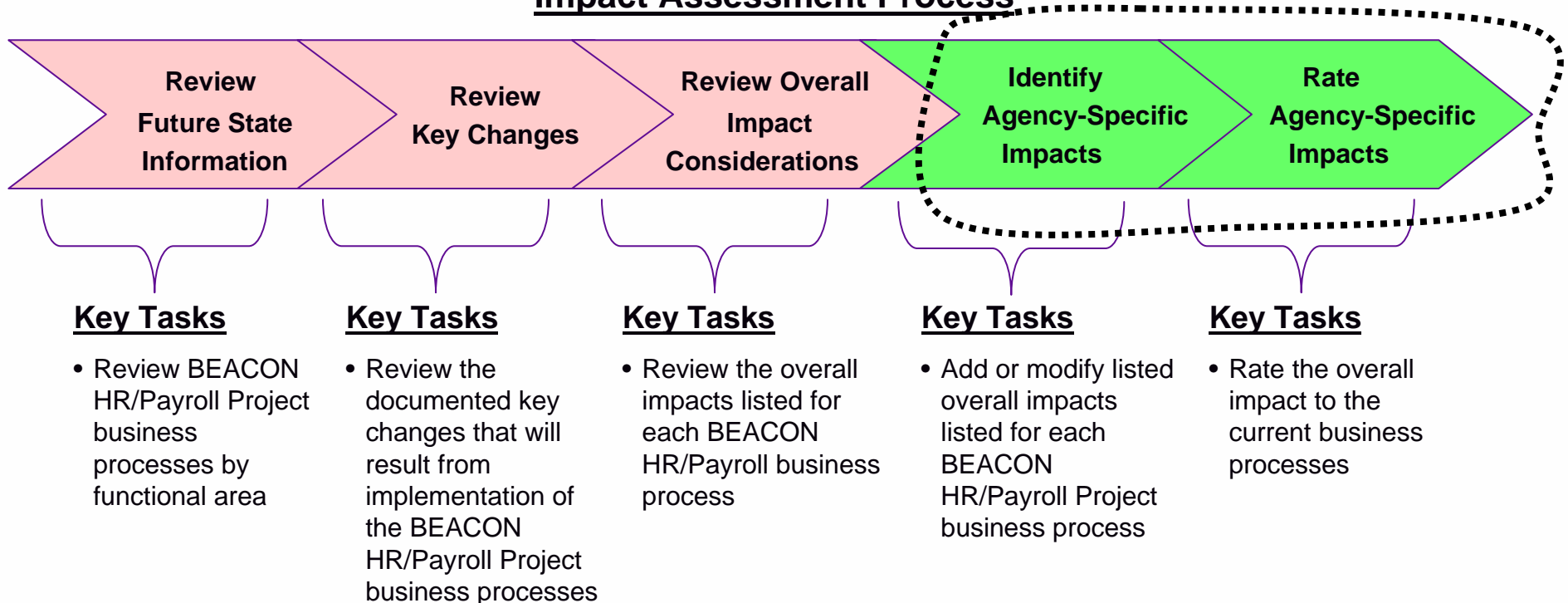


Impact Assessment Exercise

Impact Assessment Process

The BEACON HR/Payroll Project Change Management Team established a process to help Change Agents identify HR and payroll business process impacts and how they affect their specific agencies.

Impact Assessment Process



Impact Assessment Sensitivity

- The Impact Assessment Worksheet should be completed by the following:
 - Agency Change Agents – Responsible for attending the Impact Assessment Workshop and coordinating agency assistance in completing the Impact Assessment.
 - BST Leads and HR Directors – Responsible for supporting the Agency Change Agents in conducting the Impact Assessment, provide necessary resources to complete the activity within the scheduled timeframe.
 - Payroll/HR Agency Managers & Supervisors – Provide assistance with the Impact Assessment for their designated areas of expertise and provide feedback on the results.
- Due to the sensitive nature surrounding this information, we request that you please do **NOT** communicate this information to your employees:
 - Workforce transition activities covering sensitive material will continue throughout the summer and will not be finalized until August.
 - Formal communications will come from the BEACON Project Communications Team working with the agency BST Leads and Communications Agents.

Impact Assessment Worksheet Structure

- **Process Overview** – A narrative of a business process that describes how certain HR and payroll transactions will be processed in the future.
- **Key Process Changes** – A description of the business process changes that will impact State agencies.
- **Other Key Changes** – A description of system and other changes (e.g., SAP data fields) that will impact agencies.
- **Impact Considerations** – Communication, organization, policy, training, and workload considerations to mitigate the impact of key changes on agency personnel.
- **Agency-Specific Impact Considerations** – An area for agencies to identify agency-specific impact considerations and how key changes will affect them.
- **Impact Levels** – An assessment of the affect changes in HR and payroll processes due to the SAP system implementation has on agencies (High, Medium, Low, N/A).

Impact Consideration Categories

- **Communications** – Changes that require additional focused communications (beyond the standard BEACON HR/Payroll Project communication plan) to agency leadership, management, employees, etc.
- **Organization** – Changes that require agencies to address cultural adjustments (e.g., changes in ways of conducting business) and/or arrangements in existing organizational structure (e.g., reporting structure).
- **Policy** – Impacts identified due to changes in business processes affecting HR and payroll policies and procedures within an agency.
- **Training** – Changes that will require training (on policies, processes and/or systems) for agency employees.
- **Workload** – Impacts defined as increases or decreases in amount of work performed as a result of business process changes from the BEACON HR/Payroll Project system that could impact staffing within an agency. This may require the creation of a new role, change in existing role, or transition of an existing role. These impacts may require the creation of a new role, change in existing role, or transition of an existing role. Employee workload may also stay the same, as changes in process will have no impact on their current activities.

Impact Levels

- **High Impact** - The business process changes associated with the BEACON HR/Payroll system implementation will result in a significant change to most aspects of the agency's current business process(es) and/or employee tasks. The impact requires significant work and preparation by the agency to accommodate the business process change(s).

***Example:** Core Benefits Administration activities will transfer from the agencies over to BEST Shared Services.*

- **Medium Impact** - The business process changes associated with the BEACON HR/Payroll system implementation will result in some changes from agency employees to perform a business process. The impact requires some work and preparation from the agency to accommodate these process change(s).

***Example:** Overall concept training will be included covering new personnel administration transactions made in SAP, employee data, and Employee Self Service (ESS) portal elements, and definition changes made to the State Personnel Manual.*

- **Low Impact** - The business changes change in existing agency process when compared to the BEACON HR/Payroll system-related process will have a minimum effect on agency operations. The agency can accommodate the business process changes and minimal action is required.

***Example:** Calculation of longevity pay requires minimal shift in workload and training for agency employees.*

- **Not Applicable (N/A)** - The BEACON HR/Payroll system-related process has no real impact or is generally the same as an agency's current business process. No action is required by the agency.

***Example:** An administrative process (e.g., reporting) is the same in the BEACON HR/Payroll system as it is currently conducted within the agency.*

Impact Assessment Worksheet Contents

BEACON HR/Payroll Organizational Impact Assessment

Personnel Administration Actions

Process Overview

The employee actions listed below are executed similarly as is currently done by entering required data into the system. The agency Manager/Supervisor notifies the HR Professional and provides employee information needed to initiate a personnel action. The HR Professional acts as the Personnel Data Maintainer, entering a personnel action (PA-40 action/PA-30 transaction). The Personnel Master Data Maintainer is an agency employee (e.g., HR Professional) who is authorized to execute new personnel actions or maintain existing personnel data in SAP. If needed, the HR Professional also collects other necessary information associated with the personnel action. Functionality will be provided for standardized necessary approvals. Upon approval, personnel actions will be valid for payroll purposes.

Note: State agency employees will be able to enter/change some of their own personal information (e.g., emergency contact information, benefits selection, and bank account information) via Employee Self Service (ESS) online.

Personnel Administration actions/transactions executed in SAP include:

- New Hire
- Appointment Change
- Salary Adjustment
- Career Progression
- Cancel Adjustment
- Promotion
- Reallocation
- Range Revision
- Transfer
- Investigatory Leave with Pay
- Demotion
- Suspension
- Leave of Absence with Pay
- Leave of Absence without Pay
- Reinstatement
- Separation with Pay Continuation
- Separation
- Grievances
- Disciplinary Warning
- Performance Rating
- Competency Level

Process Overview



Impact Assessment Worksheet Contents

Key Process Changes

- Agency HR Professionals will be able to enter more types of personnel data into SAP. HR Professionals will make sure appropriate time, payroll and benefits information (e.g., dependants, withholding, and general benefits information) for new hires and rehires is entered into SAP; the current manual process leading up to the movement of an employee will remain the same.
- Range Revisions and Reallocation balances will be tracked in SAP; currently this is done manually which takes a lot of time and effort for the HR Professional.
- Additional tracking capabilities in SAP may include FMLA, short-term disability, workers compensation, military leave, etc.
- Employees will be able to make changes to personal data (e.g., home and mailing address, emergency contact information, benefits information, bank account information) via Employee Self Service (ESS) online.

Other Key Changes

- There are new fields that will be included in SAP that were not available for agency HR Professionals before; these fields include marital status, dependent information, position types (emergency, essential, & key designations), tax information, certificates/licenses, educational institution, objects on loan, agency working title, and competency level on positions and employees.
- Personnel Administration actions will be date driven; the effective date of the personnel action taken will affect the subsequent payroll run.
- All temporary employees receiving a check through Central Payroll will be entered into the system.
- Hourly employees (both permanent and temporary) will be paid on a bi-weekly basis.

Key Changes

Impact Assessment Worksheet Contents (Cont'd)

Impact Considerations

Communication

- Personnel Administration role and activity changes (actions/transactions) related to SAP need to be communicated to agency HR Professionals by the BEACON Project Team.

Organization

- No major agency organizational changes are expected based on the execution of personnel administration actions in SAP.

Policy

- The State Personnel Manual will need to be updated to identify and define specific BEACON Project-related terms.

Training

- Overall concept training will be included covering new personnel administration transactions made in SAP, employee data, and Employee Self Service (ESS) portal elements, and definition changes made to the State Personnel Manual.
- Training will be needed by agency HR Professionals on the Personnel Master Data Maintainer role, as this role will encompass several new transactions.

Workload

- There will be a minimal increase in workload for agency HR Professionals; they will be entering the same information in most cases, but will be doing it in a new system in a new way. They may be gathering more information than they currently do when they execute the New Hire action.

**Impact
Considerations**

Impact Assessment Worksheet Contents (Cont'd)

Personnel Administration Actions

Agency Impact Considerations

	High Impact _____	Medium Impact _____	Low Impact _____	N/A _____	Overall Impact
Communication					Low
-					
-					
Organization					Low
-					
-					
Policy					Low
-					
-					
Training					Medium
-					
-					
Workload					Low
-					
-					

Please list additional agency-specific impacts not identified in overall impact considerations and provide agency-specific impact rating.

Overall State Impact Level

Impact Assessment –Process Example Personnel Administration Actions

BEACON HR/Payroll Organizational Impact Assessment

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Other Key Changes

- There are new fields that will be included in SAP that were not available for agency HR Professionals before; these fields include marital status, dependent information, position types (emergency, essential, & key designations), tax information, certificates/licenses, educational institution, objects on loan, agency working title, and competency level on positions and employees.
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Policy

Wednesday, May 02, 2007

Personnel Administration Actions

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Workload

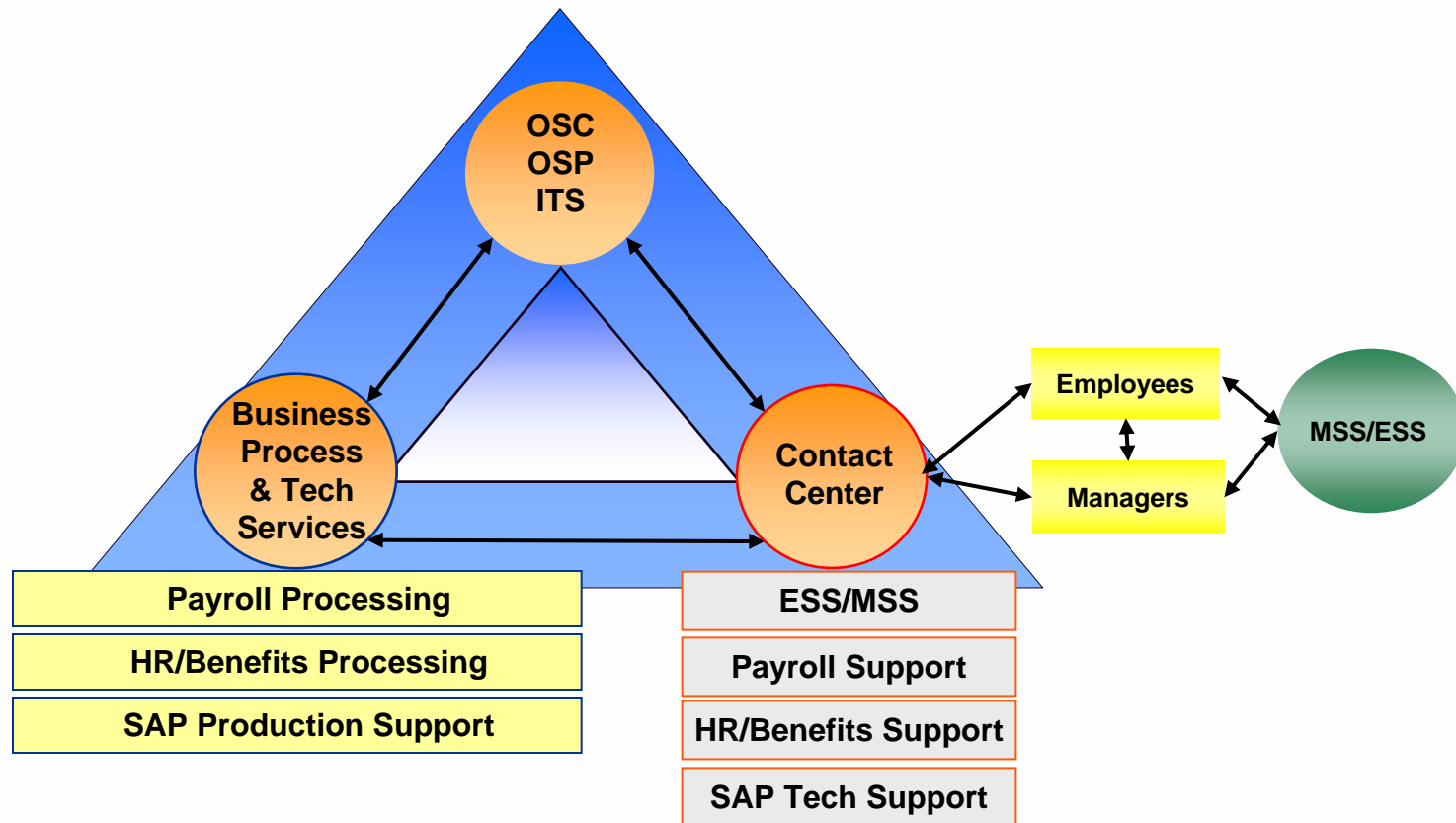
- There will be a minimal increase in workload for agency HR Professionals; they will be entering the same information in most cases, but will be doing it in a new system in a new way. They may be gathering more information than they currently do when they execute the New Hire action.

Personnel Administration Actions

Agency-Specific Impact Considerations					Overall Impact
Communication	High Impact	Medium Impact	Low Impact	N/A	Low
-					
-					
-					
-					
-					
-					
Organization	High Impact	Medium Impact	Low Impact	N/A	Low
-					
-					
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Policy	High Impact	Medium Impact	Low Impact	N/A	Low
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Training	High Impact	Medium Impact	Low Impact	N/A	Medium
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Workload	High Impact	Medium Impact	Low Impact	N/A	Low
-					
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BEST Shared Services Linkage to Impact Assessment

BEST Shared Services Overview



Planned Scope of Services - Payroll

Shared Services Payroll Tasks

- Payroll Production Processing
- Payroll Scheduling
- Check Processing and Distribution
- State Health Plan Reconciliation
- ACH Processing/ Reconciliation
- Central Payroll Accounting
- Garnishment Processing
- Month/Quarter/Year End Reporting
- Tax Reporting and Third Party Remittances
- Working with Vendors
- Collections of Overpayments/Claims
- Calculation of Longevity Pay
- Employment Verification
- Process Non-Resident Aliens Tax
- Process Time Evaluation
- Maintain Payroll Configuration

Agency Payroll Tasks

- Cell Phone Supplement
- Management of personal use of state vehicles
- Relocation Pay
- Payment to National Guard
- Print Remittance Advices as appropriate
- Release of Time
- Supplemental Benefits
- Short-Term Disability

Under Review

- Dual Employment

Planned Scope of Services - HR

Shared Services HR Tasks

- **Benefits**
 - Statewide Plan Administration and Enrollment (NC Flex, SHP, Savings Plans, Retirement)
- **Reporting**
 - Maintenance and Support
- **HR (Personnel Actions)**
 - Transfers and Special Transfers
 - Legislative Increases
- **Org. Management**
 - Creation of Job Classes
 - Process Organizational Change Requests
 - Range Revisions of Job Classes
- **Time Management**
 - Configuration Settings
 - Process Time Evaluation

Agency HR Tasks

- **Benefits**
 - Workers Compensation
 - Supplemental Benefits
- **HR (Personnel Action)**
 - Individual Employee Actions (including Range Revision actions)
 - Collection of Additional New Hire Information (Dependants, Addresses, Certificates, Licenses, Objects on Loan, etc)
- **Org. Management**
 - Individual Position Actions (Including Range Revision Actions)
- **Time**
 - Releasing of Time

Under Review

- Vacancy Administration
- Cross Agency Verification Reports
- Short term Disability
- Dual Employment

How will my HR and Payroll staff be impacted?

- Most agency HR and payroll staff will not be moving to BEST Shared Services:
 - There are many HR and payroll responsibilities that will remain within the agencies
 - Benefits and Payroll Administrators will be the most impacted employees
- Shared Services position descriptions will be identified in June
- Shared Services staffing requirements and organizational charts will be finalized in July

Interested in Working in BEST Shared Services?

Please inform your employees of the following opportunities. If interested, have them contact the following people listed below. We will share more details on the BEST Shared Services positions when available.

BEST Shared Services Job Opportunities:

- Interested HR personnel should contact Dusty Wall (Dusty.Wall@ncmail.net)
- Interested Payroll personnel should contact Edith Cannady (Edith.Cannady@ncosc.net)

Shared Services Example

Impact Assessment – BEST Shared Services Benefits Enrollment – NC Flex, SHP, New Hire/Reinstatement

BEACON HR/Payroll Organizational Impact Assessment

Benefits Enrollment - NC Flex, SHP, EOI, New Hire/Reinstatement

Process Overview

Employees will be able to enroll for the following benefits through the Employee Self Service (ESS) Portal: NC Flex, State Health Plan (SHP), and Evidence of Insurability (EOI). For employees without ESS access, they will contact their agencies Human Resource department to get the appropriate paper enrollment forms. Then the employee will work with BEST Shared Services (process TED) to have the data entered into the system. Some agencies may assist their employees with enrollment by allowing them to use a computer in the HR Office or by providing access to a Kiosk to enter their data. New hires will learn about benefits options and enrollment process during the new hire orientation (delivery method TBD).

If an EOI is required for the Voluntary Group Term Life and Cancer Insurance Plans as outlined in the NC Flex Benefits Enrollment booklet, the employee can complete the form by connecting to ESS and selecting the appropriate action. The system will then take them to the vendor website where they can complete the form online. If the employee does not have access to ESS, he/she will get the form from their agency HR department, complete the form, and send the form directly to the vendor.

Key Process Changes

- Core Benefits Administration activities for state-wide benefits will shift from agency HBR's to the BEST Shared Services

Other Key Changes

- Employees will be able to use ESS to conduct benefits enrollment online for themselves and dependents
- For employees without access to ESS, the agency Human Resource Admin (HRA) will provide enrollment forms for employees to complete. Then the employees will need to work with the BEST Shared Services for entry into the system. Also, the HR department may assist employees with no computer access by allowing them to enroll on-line via a computer or kiosk in the HR Department if one is available
- HR Administrators will be able to view but not modify an employees benefits online
- System interfaces with vendors will replace paper routing of enrollment data to vendors

Impact Considerations

Communication

- State Employees must be informed of the new BEST Shared Services role
- OSP will need to update future enrollment guides to reflect our online process
- State and agency personnel manuals and handbooks, agency website, open enrollment presentations must be updated
- Organization
 - Benefits Administrators will no longer be required at the agency level. However, agencies will need a benefits generalist person (HR Admin - HRA) to have a general understanding of the BEACON benefits processes, communicate benefit enrollment dates, and hand-out appropriate enrollment forms for non-ESS users.
 - Core Benefits Administration responsibilities transitioning over to BEST Shared Services (questions, troubleshooting, data entry, and master data maintenance)

Policy

- New "Waive Health Plan" option is available for SHP
- Standardizing process of continuation of health insurance within agency transfers (current practice requires employees to re-enroll when transferring amongst agencies)
- TBD: working on aligning enrollment dates for NC Flex and SHP (legislative issue)

Training

- Agency HR Admin must understand Benefits Process Overviews for SHP, NC Flex, EOI, and New Hire/Reinstatement Benefits Enrollment

- Employees will need to be trained on ESS

Workload

- Decrease in payroll workload related to management of benefits deductions
- Shift in workload from agencies HBR to BEST Shared Services: 1)troubleshooting, 2) questions, 3) data entry
- TBD: Agencies may need to assign a person (HR Admin - HRA) the responsibilities of communicating benefits enrollment dates, passing out enrollment forms for non-ESS users, and understanding the new benefits business processes; the HRA should not have a need to go into SAP for any data entry but may assist others with data entry. The HRA will have access to display an employees benefits information

Benefits Enrollment - NC Flex, SHP, EOL, New Hire/Reinstatement

Agency Impact Considerations					Overall Impact
Communication	High Impact	Medium Impact	Low Impact	N/A	Medium
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-					
Organization	High Impact	Medium Impact	Low Impact	N/A	High
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Policy	High Impact	Medium Impact	Low Impact	N/A	High
-					
-					
-					
-					
-					
Training	High Impact	Medium Impact	Low Impact	N/A	Low
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-					
Workload	High Impact	Medium Impact	Low Impact	N/A	High
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Next Steps

Next Steps

- Note key upcoming dates:
 - Impact Assessment materials (Impact Assessment Worksheets and Impact Assessment User's Guide) will be e-mailed to agency Change Agents TODAY.
 - Impact Assessment Worksheets are due back to beacon.change@ncosc.net by Thursday, May 31st.
 - The Role Mapping Workshop is scheduled for Thursday, May 24th from 9:00am – Noon.
- Coordinate Impact Assessment review tasks within your agency; solicit support from agency HR Director, as well as HR & Payroll Managers/Supervisors.
- Complete the Impact Assessment Workshop Evaluation; a link to the evaluation will be sent to Change Agents along with the Impact Assessment materials.

Next Steps

- Ask questions and proactively communicate issues by sending an email to beacon.change@ncosc.net:
 - If we get numerous questions pertaining to particular business processes, we will set up a short conference call with the agency Change Agents and the BEACON HR/Payroll Project Functional Team to address them.
 - Conference call will be scheduled for Thursdays (TBD)
 - As appropriate, we will email pertinent questions and answers to agency Change Agents.
- The BEACON Change Team will coordinate on-site support for agencies to help them complete the impact assessment



BEACON HR/Payroll Project WFT Support and Agency Alignment

A BEACON HR/Payroll Project Change Management Team member will be aligned with a specific group of agencies throughout the implementation of this project to help facilitate and assist with the Impact Assessment and other WFT activities. These contacts are listed below:

Change Mgmt. Team Member	Agency
Libby Williams Email – libby.williams@ncosc.net Phone – 919-431-6623	Administrative Office of the Courts, Dept. of Environment & Natural Resources, Dept. of Health & Human Services, Office of State Budget & Management, Office of the State Controller, Dept. of Revenue, Wildlife Resources Commission
Christopher Loso Email – christopher.losos@ncosc.net Phone – 919-431-6522	Dept. of Agriculture, Dept. of Juvenile Justice & Delinquency Prevention, Dept. of Correction, Dept. of Transportation, Dept. of Justice, Office of State Personnel, Dept. of State Treasurer, Dept. of Secretary of State
Dan Kelley Email – dan.kelley@ncosc.net Phone – 919-431-6521	Dept. of Crime Control and Public Safety, Department of Cultural Resources, Dept. of Public Instruction, Dept. of Insurance, Information Technology Services, NC Community College System, Office of Administrative Hearings, State Health Plan
Tracy Wilson Email – tracy.wilson@ncosc.net Phone – 919-431-6521	Dept. of Commerce, Dept. of Administration, Employment Security Commission, Dept. of Labor, NC Education Lottery, NC School of Science & Math, Office of the State Auditor, NC Board of Elections



Change/Workforce Transition Agents by Agency

Administrative Office of the Courts
Margaret Wiggins

Dept. of Administration
Valerie Ford

Dept. of Agriculture & Consumer Services
Ben Harward

Dept. of Commerce
Shannon Hobby

Dept. of Correction
Mary Stephenson, George Hedrick

Dept. of Crime Control & Public Safety
Meredith Weinstein, Margaret Murga,
Kimberly Greene, Mike Zeinstra

Dept. of Cultural Resources
Mollie Schnell

Dept. of Environment & Natural Resources
Twanetta Lytle, Rita Richardson

Dept. of Health and Human Services
Paula Woodhouse, Judy Gay, Elaine Barnes

Dept. of Insurance
Ronnie Condrey

Dept. of Justice
Lisa Sasser

Dept. of Juvenile Justice & Delinquency Prevention
Linda Washington

Dept. of Labor
Nancy Lipscomb

Dept. of Public Instruction
Jack Stone

Dept. of Revenue
Frank Rogers

Dept. of the Secretary of State
Angela Bailey

Dept. of the State Treasurer
Stephanie Beard

Dept. of Transportation
Herbert Henderson, Angela Faulk, Kathi Johnson

Employment Security Commission
Anne Lasley

Information Technology Services
Pam Frazier

NC Education Lottery
Anna Clayton

Office of State Budget & Mgmt
Ursula Hairston, Kay Radford

North Carolina Community College System
Jane Phillips, Alice L. Smith

Office of Administrative Hearings
Elsie Underhill, Camille Winston

Office of State Personnel
Brenda Warburton

Office of the State Auditor
James Forte

Office of the State Controller
Jan Fjelsted

State Board of Elections
Ronda Russell

State Health Plan
Beverly Harris

Wildlife Resources Commission
Carol Batker

NC School of Science & Math
Germaine Brewington

Questions?